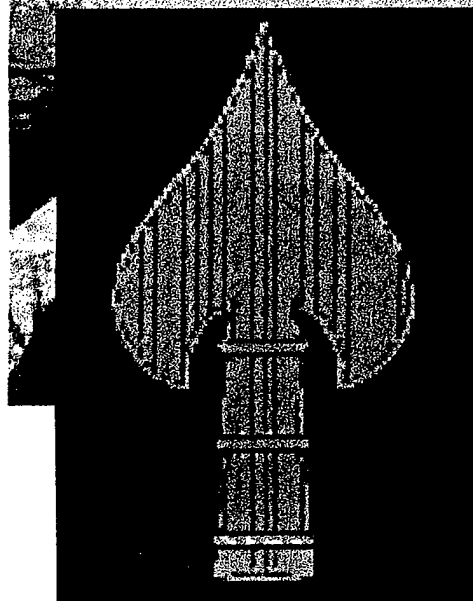


COMPLEX CONTINGENCIES



**THE FUTURE OF SOF
IN THE NEW WORLD DIS-ORDER**



Briefing Content is
UNCLASSIFIED

THE SOF SOLDIER OF 2020



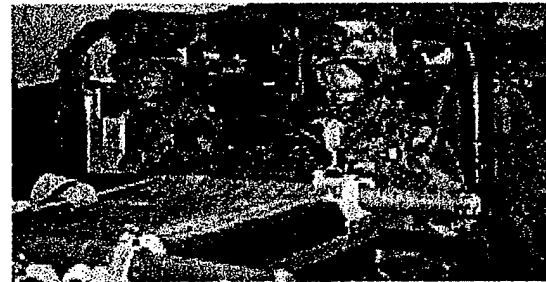
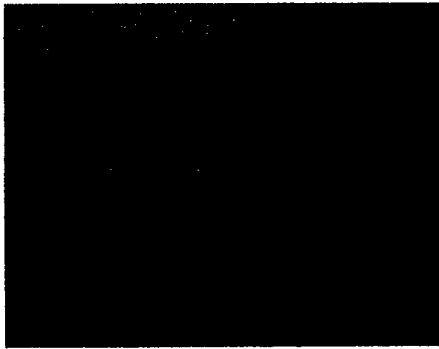
SOF soldiers will face missions for which they have little experience, missions that have no precedent and do not fit the usual idea of ‘military operations.’ *Special Warfare 1997*

THE SOF SOLDIER OF 2020

A warrior-diplomat who will influence, advise, train and interact with foreign forces and populations. SOF will react upon warning to defuse a conflict before it occurs or before it can escalate.

SOF Vision 20220

THE SOF SOLDIER OF 2020



To have appropriate doctrine, adequate training, focused leader-development, efficient organizations and the correct technology, we must determine what will be needed and advocate those requirements today.



COMPLEX CONTINGENCIES:

**The Bad News: The future is already here.
It's called "complex contingencies" by the NCA and its not
going to go away.**

**The Good News: SOF is already carrying out these missions
and doing a pretty good job.**

The Bottom Line: We can do even better.

COMPLEX CONTINGENCIES: A Model for the Future

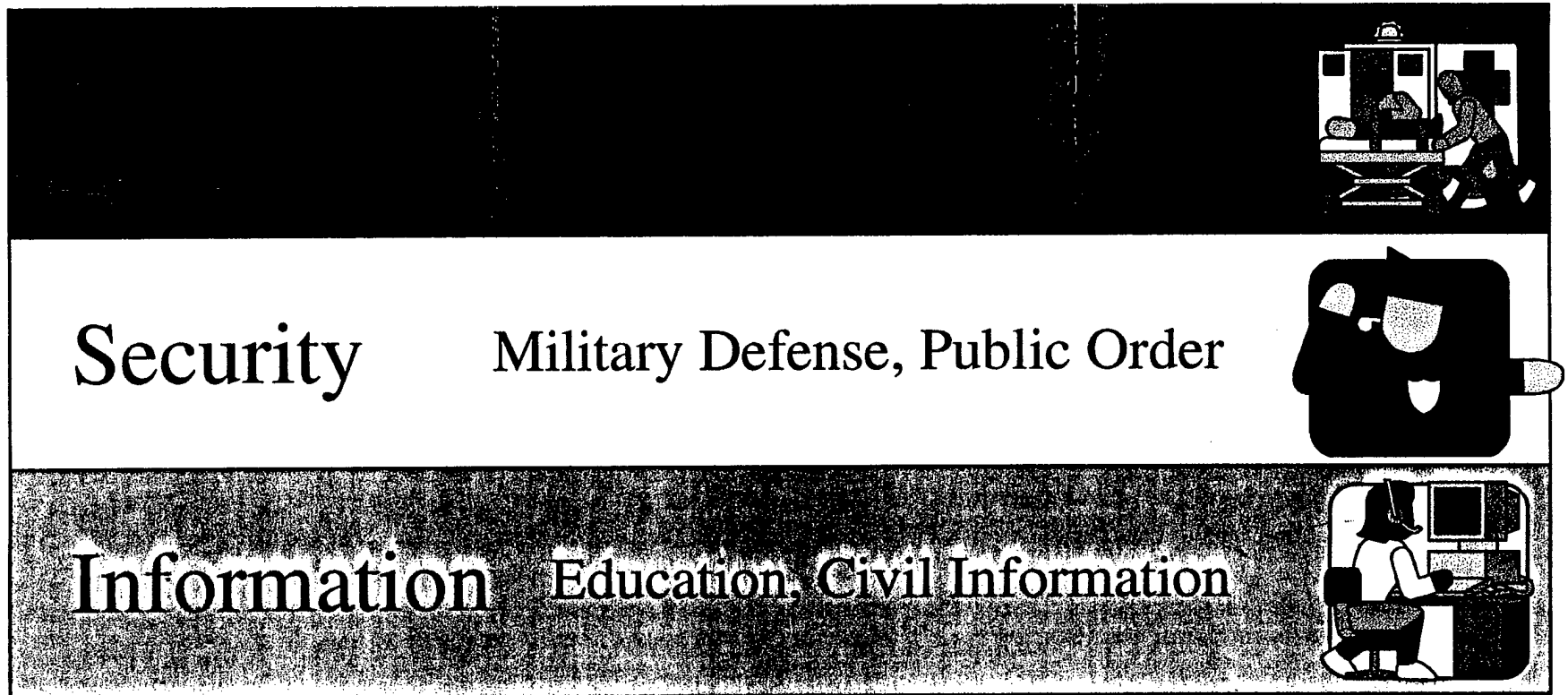


A breakdown of internal authority such
that an international response is required
to restore order and alleviate suffering.

CJCS Peace Ops Seminar 1997

THE SOF ROLE IN COMPLEX CONTINGENCIES

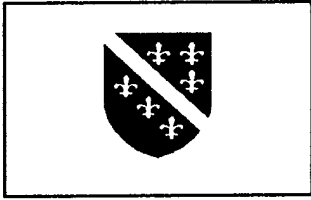
**Most forms of Complex Contingency
have three primary dimensions:**



**Although the dimensions overlap,
they can be separated for purposes of
examination:**

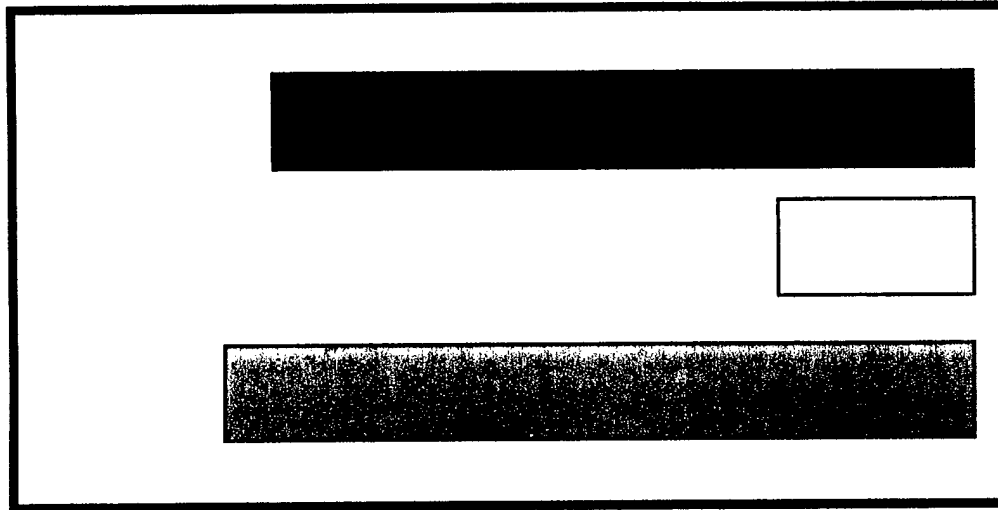
Each Dimension is the Province of a SOF Entity:

Security	Special Forces/SEALs	Reconnaissance Faction liaison Military training
Information	Psychological Operations	Intelligence Polls and survey



BOSNIA

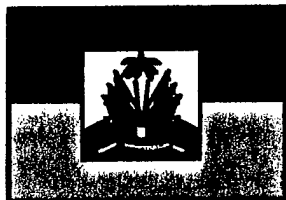
Operation Joint Guard



Recovery
Security
Information

- Coordination with/support to conventional forces.
- Conducted psychological operations.
- Liaison with local military & paramilitary.
- Worked with NGOs and US agencies.
- Road repair (US military).
- Helped organize support for local teachers and schools.
- Assisted in the repair of water and electrical systems.
- Worked with local leaders for aid distribution.

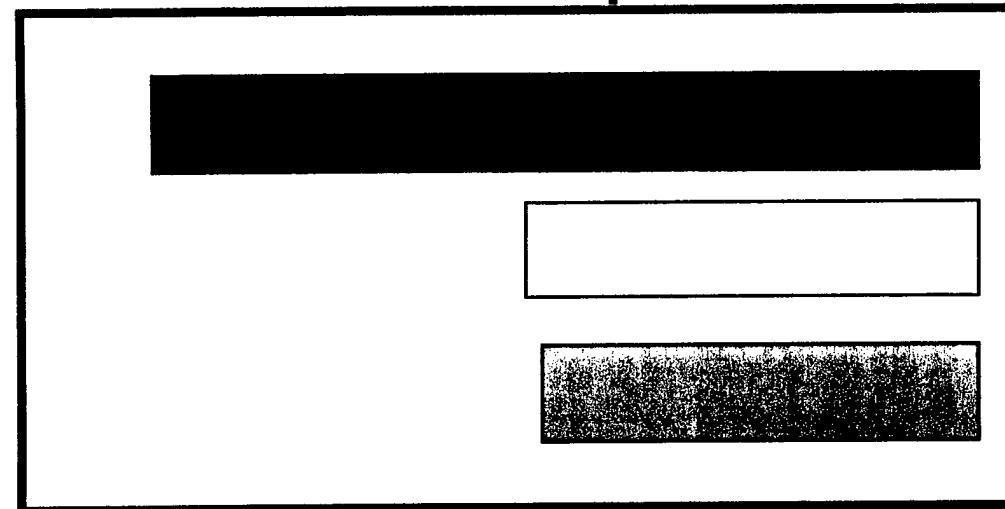
Interview data Aug-Sep 1997



HAITI

Operation Support Democracy

Recovery
Security
Information

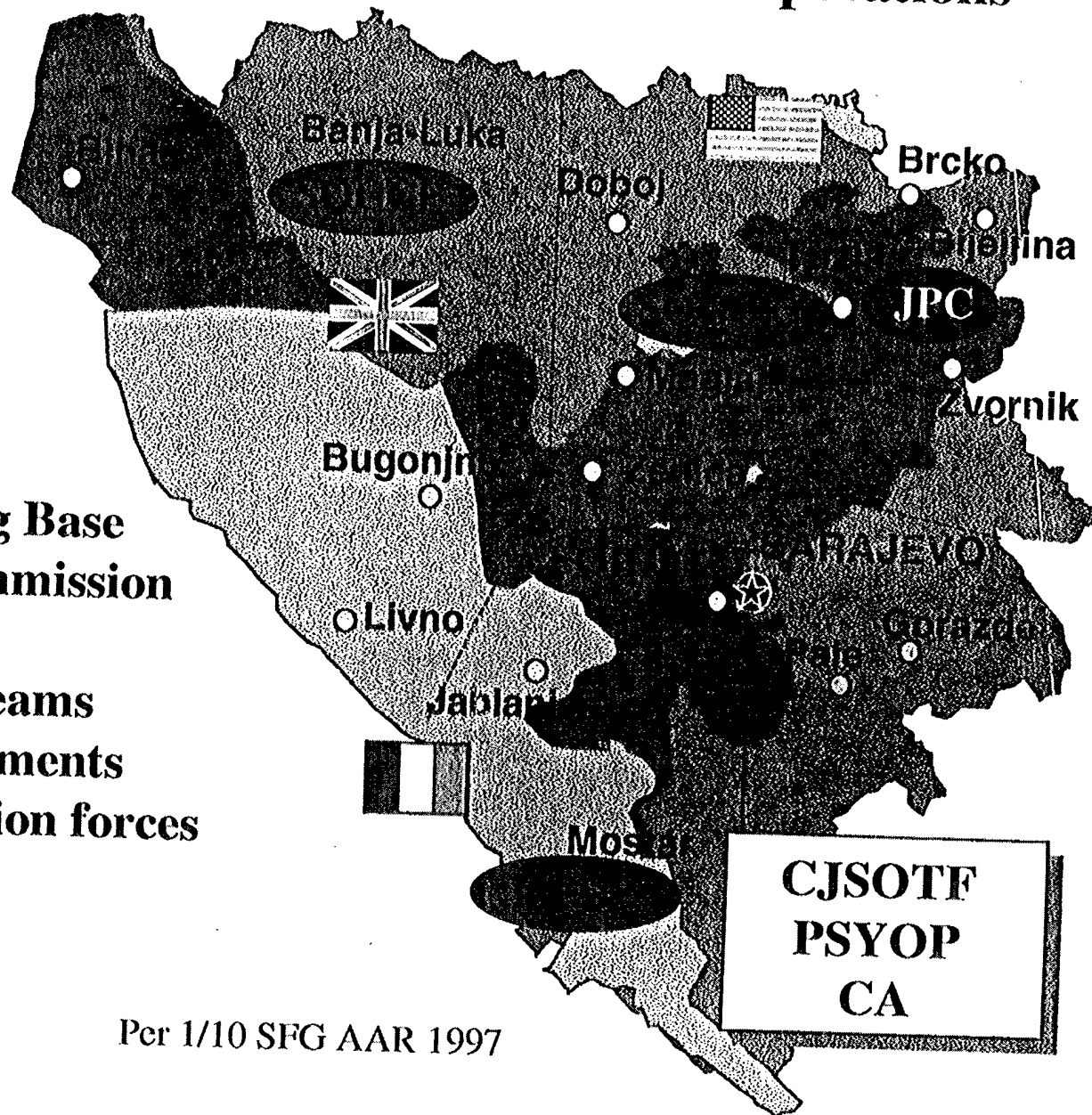


Coordination with/support to conventional forces
Conducted psychological operations.
Liaison with local military and police.
Worked with NGOs and US agencies.
Road repair (civilian road crews).
Helped organize City Councils.
Reorganized local jails to insure cleaning & prisoner care.
Helped organize and support local teachers and schools.
Assisted in the repair of water and electrical systems.
Acted as "defacto" local police.
Worked with local religious leaders including voodoo for aid distribution.

Interview data 1996



MND (N) Area of Operations



1 Forward Operating Base
Joint Paramilitary Commission
3 SOCCE's
o12 US/o2 IT JCO Teams
2 Liaison Control Elements
Disposition based on faction forces

Per 1/10 SFG AAR 1997

BOSNIA PRE-MISSION TRAINING *

Task:	Planned	Actual
Communications:	40	3
Patrolling:	8	4
Medical:	8	4
Force Protection:	8	3
Country Orientation:	2	2
Briefing Technique:	2	2
Negotiation/Mediation:	40	13
Civil Affairs:	8	8

Language training often conflicted with the above.

** Excludes weapons, live-fire and medical training which were conducted separately*

Per JCO AAR Aug 1997

CIVIL AFFAIRS

Operation

Planned vs Actual
CA Requirements
in Haiti & Bosnia

Planned ●

Emerged X

Activity

	Public Health
	Public Admin
	Economic Development
	Public Safety
	Legal
	Food & Agriculture
	Communications
	Civil Information
	Public Works & Utilities
	Dislocated Civilians
	Public Education
	Cultural Relations

Data courtesy SWC 1998

PSYCHOLOGICAL OPERATIONS

- Information Management
- Information/C2 Warfare
- Area & Cultural Studies
- Mass Media/Multi-media
- Marketing & Polling
- Intelligence
- Production & Dissemination
- International Law



BOSNIA/HAITI SKILL SHORTAGES

Civil Affairs
Psychological Operations
Public Affairs (Media)
Military Police

THE CHALLENGE

A HEAVILY POPULATED POLITICAL-MILITARY “BATTLEFIELD”
CHARACTERIZED BY:

Missions, objectives and end-states that are more political than military.

Interagency coordination demands including IOs, NGOs, local civil government, military, police and paramilitary actors.